



Department of Employee Relations

May 26, 2011

Tom Barrett
Mayor

Maria Monteagudo
Director

Michael Brady
Employee Benefits Director

Troy Hamblin
Labor Negotiator

To the Honorable
Board of Fire and Police Commission
City of Milwaukee

Dear Commission Members:

Summary

This report recommends reallocating the classification of Inspector of Police from Salary Grade 012 (\$73,627 - \$103,077) to Salary Grade 014 (\$83,653 - \$117,118) and creating a footnote in the Salary Ordinance to allow the Chief of Police to appoint current and future Inspectors and Assistant Chiefs at a rate that is 3% above the maximum compensation authorized for their highest paid rank subordinate employees contingent upon approval from the Chair of the Finance and Personnel Committee and the Employee Relations Director.

In 2008 the Milwaukee Police Department implemented a reorganization that resulted in the creation of 4 Assistant Chief positions with greater accountability and responsibility for personnel, operations and financial matters within the Professional Standards, Administration, Neighborhood Policing and Criminal Investigation Bureaus.

In February of 2011, Chief Ed Flynn requested a review of the salary levels of several members of the Police Department's executive command staff. The Chief has indicated that there is a significant salary compression problem between the rank of Deputy Inspector (MPSO) and the Management classifications of Inspector of Police in Salary Grade 012 and Assistant Chief in salary Grade 016.

Over the last several years the pay compression between Deputy Inspectors and management level positions within the MPD has been exacerbated by wage modifications for the rank of Deputy Inspector as a result of contract negotiations or arbitration awards and the lack of salary structure modifications for positions in the Management Pay Plan.

The current salary structure for the MPD's executive level command staff is summarized below.

Classification	Pay Range	Min	Max	60% Appt Rate
Assistant Chief	16	\$95,030	\$133,049	\$117,842
Inspector	12	73,627	103,077	\$91,297
Deputy Inspector	842	96,910	104,745	n/a
Captain	839	86,250	93,216	n/a

There are several problems with the salary structure as noted below.

- The appointment rate of Deputy Inspectors (\$96,910) is significantly higher than the entry level for the Inspector classification (\$73,627) even though there is a reporting relationship between the two ranks.

- Even when authority is granted to appoint at 60% of the range (\$91,297), newly appointed Inspectors may earn \$13,448 less than Deputy Inspectors who max out at \$104,745.
- The maximum rate of pay for the Deputy Inspector classification in Pay Range 842 is 1.6% higher than the current maximum of the Inspector classification in Salary Grade 012. A reallocation to Salary Grade 014 (\$83,653 - \$117,118) could alleviate this compression and create a more appropriate differential between the ranks.
- The minimum of the salary range for Assistant Chief is significantly lower than the maximum rate of Inspector (\$103,077) and Deputy Inspectors (\$104,745).
- To the extent that salaries and wages continue to be mandatory subject of bargaining for the MPSO while management salaries remain frozen, there will continue to be pay compression and inversion within the ranks.

In analyzing the Chief's request, consideration was given to creating a solution that would not only address the current compression problems but would allow flexibility in light of future changes to the compensation structure of members of the MPSO. In addition, it is important to recognize that there is a unique set of circumstances that play a role in the request from the Chief that do not exist in most other City departments.

1. Pay compression issues in a quasi-military type of organization like the Police Department create challenges to the chain of command and may impact the effectiveness of the command structure.
2. The nature of MPD's operations, staffing patterns, and service requirements necessitate "incident commanders" to be available at a moment's notice to direct and manage activities to protect the life, property and safety of residents. This requires Assistant Chiefs and Inspectors to be able to respond and take command of an incident or situation within his/her own Bureau as well as all other Bureaus on an as needed basis.
3. Individuals appointed to the rank of Assistant Chief are forced to "give up" their civil service or bargaining union protection to accept non-civil service appointments to the rank of Assistant Chief and serve at the pleasure of the Chief per provisions of Wisconsin state statutes and Fire and Police Commission rules. In essence they become "at-will" employees who may return to the last civil service rank held prior to appointment under a specific set of circumstances.
4. In addition to the responsibilities associated with their respective Bureau, Assistant Chiefs are required to regularly act in the capacity of Chief during his absence.
5. A salary structure that provides a reasonable pay differential between ranks within the Police Department will ensure adequate compensation for increased levels of responsibility and accountability and will positively impact the department's succession planning and professional and executive development efforts.

The Department of Employee Relations supports the request from the Chief request and recommends the following changes to the Salary Ordinance.

Under Salary Grade 012, delete the title Inspector of Police.

Under Salary Grade 014, add the title Inspector of Police, and add footnote #3, to read as follows: 3/ Current and future appointments to be at 3% above the maximum rate of pay of Deputy Inspector at the discretion of the Chief, subject to approval from the Chair of Finance and Personnel and the

Employee Relations Director. Under no circumstance will the appointment rate exceed the maximum rate of pay of Salary Grade 014.

Under Salary Grade 016, Assistant Chief of Police, add footnote #6, to read as follows: 6/ Current and future appointments to be at 3% above the maximum rate of pay of Inspector at the discretion of the Chief, subject to approval from the Chair of Finance and Personnel and the Employee Relations Director. Under no circumstance will the appointment rate exceed the maximum rate of pay of Salary Grade 016.

Three interim appointments to the Assistant Chief positions have been made by the Fire and Police Commission given three vacancies created earlier this year. The Commission is expected to revisit such appointments at its meeting on June 2nd.

Respectfully submitted,



Maria Monteagudo

Employee Relations Director

C: Ed Flynn, Joel Plant, Mike Tobin